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Annual Report (1994): Nineteen Hundred Ninety Four

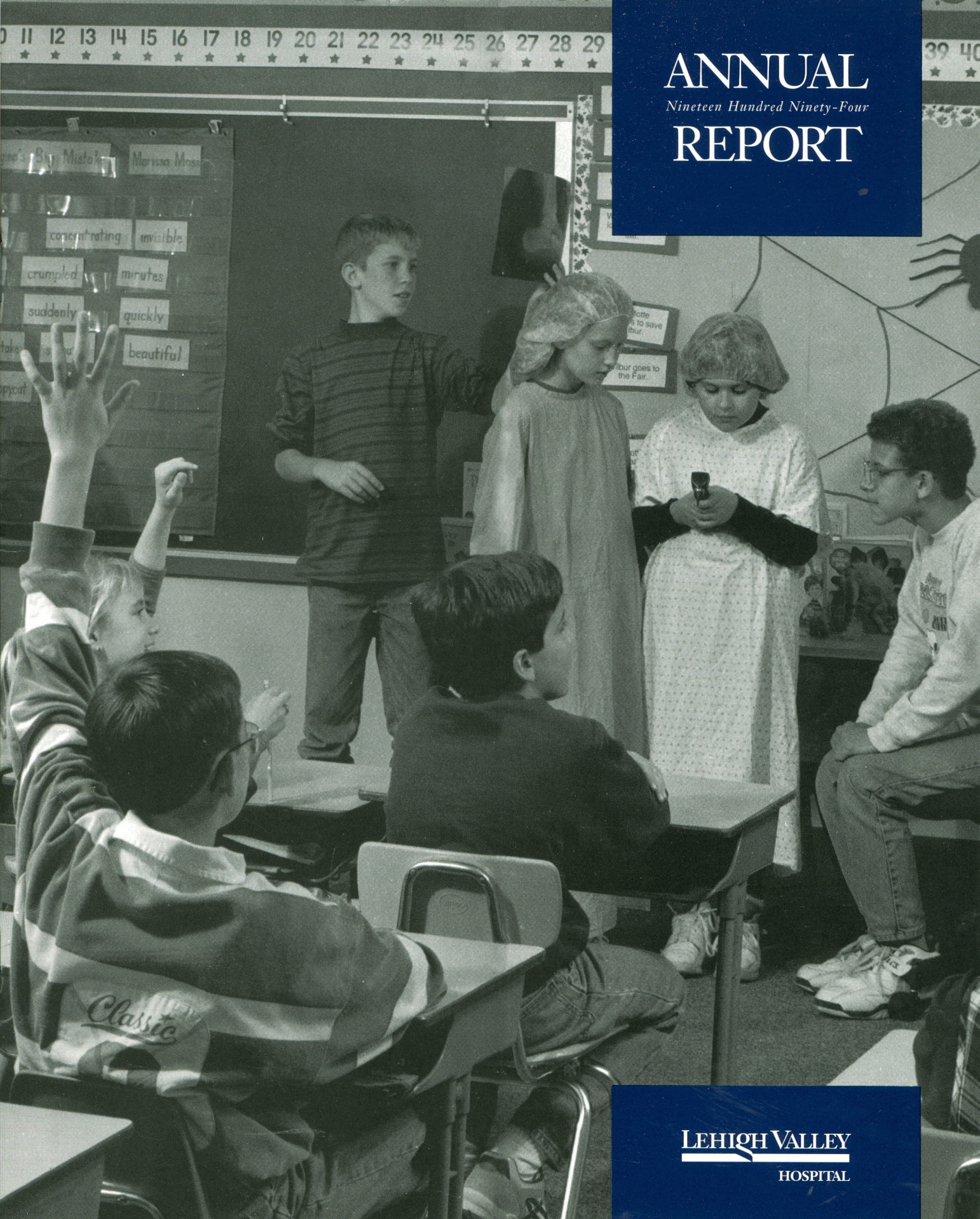
Lehigh Valley Health Network

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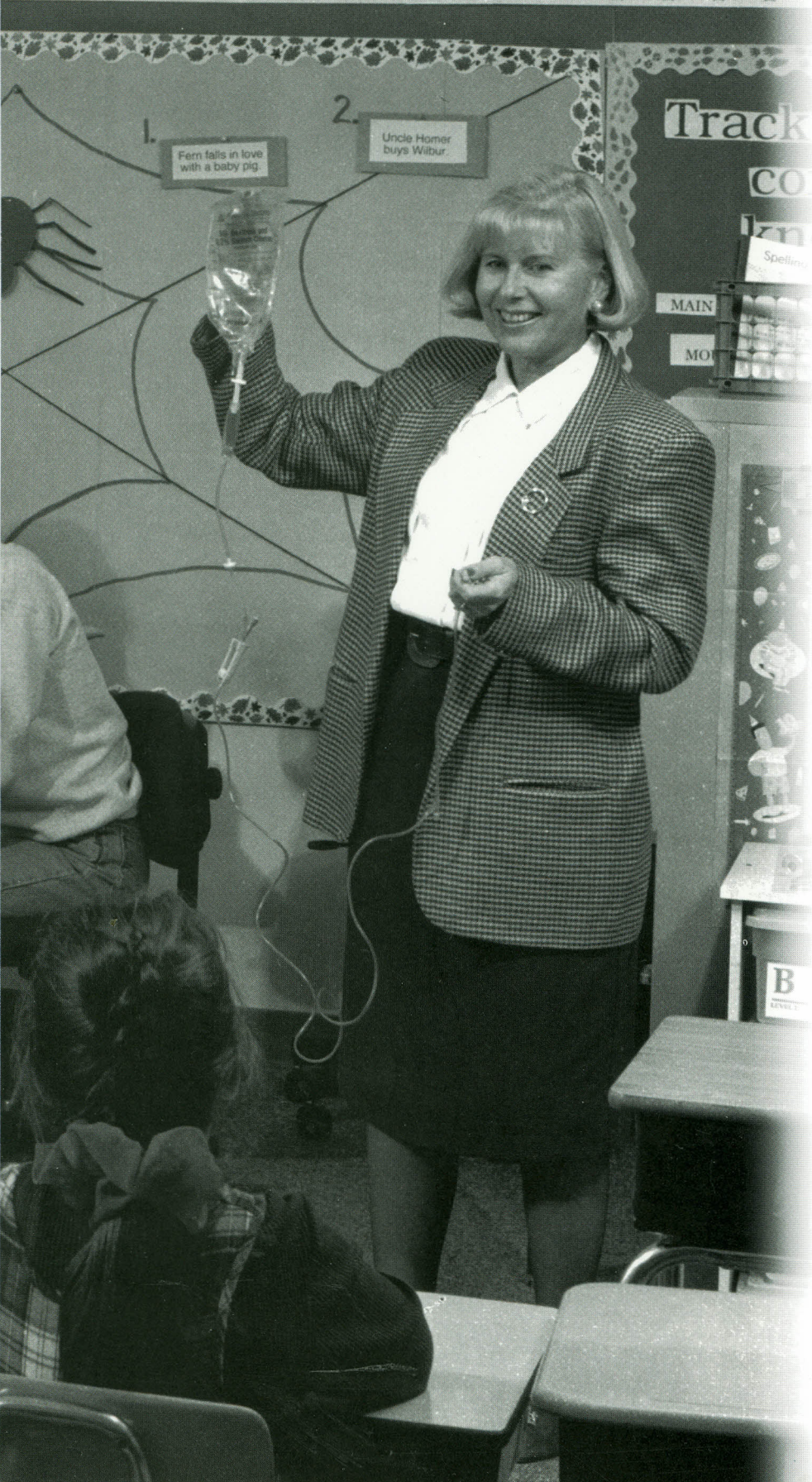


ANNUAL

Nineteen Hundred Ninety-Four

REPORT

LEHIGH VALLEY
HOSPITAL



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Lehigh Valley Health
Network Leadership



Lehigh Valley Hospital is a community-based, academic healthcare institution, recognized for its accomplishments in integrated patient-focused care, innovative outreach programs, clinical research and professional education. Together with Lehigh Valley Health Network, the hospital provides residents of eastern Pennsylvania and areas of New Jersey with a full range of healthcare services. As a charitable not-for-profit institution, the hospital provides healthcare to its patients based on need, regardless of their ability to pay.

Lehigh Valley Hospital 1993-1994

At a Glance...

- Total admissions to Lehigh Valley Hospital for fiscal year 1994 were 31,255, a patient population larger than the town of Emmaus.
- Total births at Lehigh Valley Hospital for fiscal year 1994 were 3,115. This was 41 percent of births in the Allentown-Bethlehem-Emmaus area.
- Home Care visits totalled 98,046 in fiscal year 1994. These visits accounted for 647,273 miles travelled or enough miles to equal 216 trips across the Continental United States.
- 62,538 visits were made to the Emergency Room. This is as if all Salisbury Township residents made five trips to the hospital.
- 1.3 million laboratory tests were performed by Lehigh Valley Hospital.
- Outpatient registrations equaled 296,191 – approximately 82 percent more registrations than were taken at the Pennsylvania Department of Motor Vehicles for passenger cars.
- Inpatient surgeries (11,633) declined seven percent reflecting national trends. Outpatient surgeries (8,785) increased seven percent.
- Open heart surgeries alone accounted for 1,228 surgeries, making Lehigh Valley Hospital one of the leading cardiac programs in the state.
- The hospital serves over 5,000 meals every day, making its cafeteria the busiest restaurant in the Lehigh Valley.
- The hospital's MedEvac helicopter logged 54,766 miles, the equivalent of two trips around the world.

A Message to Our Community.

Dear Friends and Colleagues:

This past year initiated an era of change for Lehigh Valley Hospital. We have embarked on an ambitious campaign to improve methods for delivering healthcare, identify operational efficiencies to help streamline healthcare costs and provide educational resources to enhance the quality of life of the people we serve.

As this Annual Report illustrates, we have taken significant steps forward in today's rapidly changing healthcare environment. Building on our tradition and strengths as a tertiary care facility, we are expanding our capabilities to serve our patients through a network of integrated health services – Lehigh Valley Health Network. This allows us to effectively address all aspects of providing quality community care – from prevention and wellness, to diagnosis, treatment and health maintenance.

Our efforts in 1993-94 have yielded tangible results. By developing strategic alliances with other medical institutions, such as the Penn State University College of Medicine at the Milton S. Hershey Medical Center, we have enhanced the quality of services we are able to offer. By forming the Lehigh Valley Physician Hospital Organization, and subsequently affiliating with Muhlenberg Hospital Center, we have strengthened our ability to manage care and thereby improve access to services for people throughout the region. And by opening the John and Dorothy Morgan Cancer Center, we have demonstrated a commitment to providing efficient, multidisciplinary patient-focused care.

Lehigh Valley Hospital has taken many other major steps to increase its value as both a community and regional resource and a dynamic teaching institution. Understanding the applications and implications of the biomedical research and new technologies now available to us, we have begun to re-engineer our processes to improve patient care.

For example, we have begun to consolidate and upgrade the hospital's ambulatory surgery facilities, anticipating an increase in the number of patients who can be treated on an outpatient basis. We are exploring teleconferencing

capabilities that would link physicians at the hospital with experts from around the world to assist in the diagnosis and treatment of patients. And we are participating in numerous clinical investigations, such as the recently concluded Asymptomatic Carotid Atherosclerosis Study, funded by the National Institutes of Health. This study, which proves that surgery is indicated in patients with blockages in carotid arteries, garnered national recognition for Lehigh Valley Hospital.

It is an exciting time to be involved with Lehigh Valley Hospital. We are encouraged by the progress made over the past year, and are particularly grateful for the widespread support from our community that has made these successes possible. We pledge that all associated with our organization will continue to lead the process of change by positive example and strengthen their commitment to expanding the hospital's ability to promote wellness, control costs and enhance the quality of life for the people of our community.



Irwin Greenberg
Chairman, Board of Trustees



Elliot J. Sussman, MD
President & Chief Executive Officer



Elliot Sussman, MD, and Irwin Greenberg take part in the opening of the John and Dorothy Morgan Cancer Center, a milestone in the Hospital's ongoing site and facilities plan.

Making Prevention a Key Focus.

Constantly searching for means to improve access to services and control the costs associated with providing healthcare, Lehigh Valley Hospital strives to help people maintain productive, healthy lifestyles.

Strong emphasis on community-based preventive medicine is a key element in the hospital's strategy to achieve these objectives. Lehigh Valley Hospital's prevention initiatives take many forms and serve people of all ages, from infants to seniors. In fiscal year 1993-94, over \$12 million was directed at community education and prevention/wellness projects. Throughout the year, these programs grew in exciting directions.

Prevention is at the core of Lehigh Valley Hospital's plan to meet regional health needs. Classes, seminars and health fairs presented by the hospital have made a healthy impact on people of all ages.



Educational Programs

The hospital was the driving force behind hundreds of health-related classes and seminars held throughout the region. Collectively, Lehigh Valley Health Network's *Healthy You* programs and speaker's bureau provided community audiences with experts who shared knowledge on a variety of health topics, ranging from smoking cessation to weight control, from nutrition and stress management to exercise.

The Burn Prevention Foundation, in partnership with the Lehigh Valley Hospital Burn Center, reached over 150,000 school children, senior citizens, mobility-disabled people, school nurses and healthcare professionals and paraprofessionals with important education programs last year. By doing so, the foundation helped prevent burns, especially among groups at greatest risk. In addition, it facilitated an exchange of knowledge with respect to burn treatment, improved burn treatment quality throughout the region, and promoted the effective utilization of area burn treatment centers.

Burn Prevention Foundation Efforts

The Allentown-Bethlehem area SAFE KIDS Coalition, in conjunction with Lehigh Valley Hospital's Neurosciences and Trauma Centers, developed a discount program to make bicycle helmets more affordable for area youth, helping to reduce the incidence of head injuries among children.

Safe Kids Campaign

The hospital's pediatric dentistry program, organized in association with the Allentown School District, provided free dental services to children who otherwise might not have received such care.

Pediatric Dentistry Program



Providing free services to children who have no access to dental care is an example of Lehigh Valley Hospital's commitment to helping children form healthy habits that last a lifetime.

A community health information line – (610) 402-CARE – was expanded to provide information on healthcare topics and hospital services, register area residents in classes and screening programs and facilitate efficient care processes. The 402-CARE line received over 43,000 calls last year.

Establishment of a Comprehensive Informational Phone Line

Lehigh Valley Hospital was selected to answer the 1-800-PA CANCER line for the entire state. This line, supported by funding from the Pennsylvania Department of Health, provides cancer prevention, detection and treatment information to callers.

Pennsylvania Cancer Hotline

"Cancer Answers," a hospital-based cancer information telephone hotline was introduced in May. Designed to be a resource for regional residents between the ages of 45 and 75, Cancer Answers currently draws calls daily on subjects ranging from second opinion referrals to warning signs and general cancer awareness information.

Cancer Answers

Introduction of Community-Targeted Health Information Publications

Vida Nueva, a new health center staffed by Lehigh Valley Hospital professionals, opened last year in the largely Hispanic section of Allentown. The center offers a vast range of programs to thousands of women and children. An important part of Lehigh Valley Hospital's community outreach efforts, Vida Nueva's value is seen in its ability to ensure better long-range health for mothers and children.

In the third quarter, Lehigh Valley Hospital and Lehigh Valley Health Network launched three new publications for general consumer audiences. The magazines reach hundreds of thousands of area residents with articles on illness and injury prevention, research, health trends, timely health tips, women's health, Lehigh Valley Health Network services and a wide range of health education classes.



In addition to these new prevention initiatives, the hospital continued its commitment to many campaigns targeted at promoting health awareness within local communities. Examples include supporting the American Heart Association's Heartwalk, participating in the March of Dimes Walkathon (which has provided more than \$300,000 over the past 13 years to neonatal intensive care), and organizing the Spirit of Women conference.

As a member of the Youth Enrichment Partnership sponsored by Penn State University, Allentown Campus, the hospital also took part in a coalition involving the Allentown School District and a number of community-based organizations and businesses to provide year-round educational enrichment opportunities for economically disadvantaged and minority youth aged 8-12. By taking part in a two-week course at the hospital, sixth-grade students learned about healthy lifestyles and careers in healthcare.

Recognizing the importance of shaping attitudes and lifestyles in preventing injury and illness, Lehigh Valley Hospital intends to continue its support of these (and other) preventive medicine initiatives in 1995 and beyond.



Acting on a Wellness Strategy.

By securing clinic appointments for children, Lehigh Valley Hospital Outpatient Pediatrics helped significantly reduce episodic visits to local emergency rooms, resulting in both improved patient care and cost savings.

In many ways, Lehigh Valley Hospital's effectiveness is influenced as much by its efforts within communities as by its accomplishments within hospital walls. One core component of the hospital's plan to provide optimal healthcare to the region is its focus on wellness. By positioning itself as a proactive community resource – a “hospital without walls” – Lehigh Valley Hospital is able to extend its prevention efforts even further, directly influencing positive health outcomes for thousands of people.

Last year, by channeling resources into wellness campaigns and programs, Lehigh Valley Hospital invested in the long-term health of the region. From operating numerous clinics, to conducting health screenings, providing free flu shots to area seniors, and offering low-cost diagnostic services such as HIV tests and mammograms through the Allentown Health Bureau, the hospital played an important role in making quality healthcare services accessible.

Many of the hospital's wellness efforts were tied to cooperative community programs, including the Perinatal Partnership for at-risk infants and mothers, ALERT–Partnership for a Drug-Free Valley, Lehigh Valley Heartbeat 2000, and NEXUS for the elderly. Now entering its fifth year, the Central School Project is a joint program of Lehigh Valley Hospital and the Allentown School District. Its intent is to address important student health issues and the effects of these problems on students' abilities to learn.

Hours donated by Lehigh Valley Hospital staff added to the organization's community contribution, allowing its influence to expand further into communities in 1994 than in any previous year. In 1995 the hospital hopes to continue this trend, embracing its goal of providing more responsive, community-focused services to meet the evolving healthcare needs of the region.

Integrating Healthcare Delivery.

From diagnostics to surgery, from intensive care to outpatient services, Lehigh Valley Hospital is striving to redirect energies to enhance its patient-focused care capabilities. Perhaps the most significant demonstration of this commitment during the past year was the opening of the John and Dorothy Morgan Cancer Center. Designed to accommodate the needs of cancer patients and their medical providers under one roof, the center improves patients' abilities to receive care and ensures that multidisciplinary approaches by physicians and other professionals can be taken. The center began accepting patients in December 1993, with the goal of becoming one of the nation's most respected ambulatory cancer treatment facilities.

By forging an affiliation with the nationally respected Johns Hopkins Oncology Center, Lehigh Valley Hospital has moved toward achieving this goal. The affiliation offers unique opportunities for improved diagnosis, treatment and screening efforts.

Another advance in the effort to become a regional leader in cancer treatment was the addition of stereotactic radiosurgery capabilities. Lehigh Valley Hospital is now one of several sites nationwide to perform stereotactic radiosurgery on brain tumors once thought to be inoperable. The process involves tightly focused streams of invisible radiation directed at a tumor, without any incisions.



Other key developments in the hospital's overall strategy for patient-focused improvement include the expansion of capabilities in the areas of pediatric surgery, pediatric pulmonology, women's psychiatric services, urogynecology and family medicine.

This past year also saw advances by the department of psychiatry, namely the opening of TRANSITIONS and ADULT TRANSITIONS, which are partial hospitalization (or day treatment) programs where adolescents and persons 18 or older (respectively) can receive intensive short-term psychiatric care for anxiety, depression and other emotional disorders.

The hospital's pediatric ambulatory care capabilities were also broadened last year, most visibly through the opening of a new outpatient pediatrics area at 17th & Chew. Not only does the center improve access to medical services for economically disadvantaged children, but it also expands specialty services.

As the first hospital in Pennsylvania to be named a Level 1 Trauma Center – the highest level of trauma care available – Lehigh Valley Hospital received nearly 1,600 trauma patients in 1994. Last year the hospital received reaccreditation for pediatric trauma and general trauma services for a period of three years.



Another network program, Lehigh Valley Hospice, the subject of an award-winning video titled "To Live in Hope, To Die in Peace," grew to better meet this community need. In addition to dedicating six beds to hospice inpatient care, the program provided home hospice care to 1,000 terminally-ill patients and their families.

In 1995, the hospital will further refine its care delivery philosophy, and continue creating a state-of-the-art environment for physicians, nurses, residents and students to practice, learn and provide patients with the most efficient, effective services possible. One important element of this initiative involves the improvement of key facilities at both hospital sites.

Lehigh Magnetic Imaging Center (LMIC) offers the hospital an advanced diagnostic resource at its Cedar Crest & I-78 campus.



Expanding Site and Facilities.

In 1993-94, the hospital remained on track with its plan to complete 32 facilities and construction projects at both the Cedar Crest & I-78 and 17th & Chew sites. Highlights include the renovation of outpatient women's health facilities, the mother-baby unit, labor/delivery/recovery suites, operating rooms, and an administrative suite on the third floor of the hospital's Anderson Wing. Other key facilities upgrades under way include the redesign and consolidation of an ambulatory surgery unit, construction of a 52-bed, hospital-based skilled nursing facility, a new gastrointestinal laboratory, and main lobby renovations.

In order to improve the hospital's ability to provide medical services, the board of trustees authorized funding to continue an analysis of proposed building and renovation plans that will extend into late 1997. The plan, which includes a building project, consolidates all acute inpatient services at the Cedar Crest & I-78 site, while redesigning systems by which we care for both inpatients and outpatients. Our cost estimate for all these changes is \$58 million. Upon completion, we anticipate saving more than \$20 million annually in operating expenses.

As one of the oldest teaching hospitals in Pennsylvania and the region's only member of the nation's Council of Teaching Hospitals, Lehigh Valley Hospital has long been committed to professional education and higher learning. At any time, there are 85 resident physicians and 50 medical students at our facility.

Our commitment to education and discovery grew to an even greater level when Lehigh Valley Hospital announced its affiliation with Penn State University's College of Medicine at the Milton S. Hershey Medical Center. Over 200 physicians on staff at Lehigh Valley Hospital were awarded faculty positions from Penn State this past year.



Placing Research and Education at the Core of Improving Care.

By focusing on improving network operations, the hospital offers an expansive delivery system that supports the practice of medicine, research and education.

This new affiliation significantly improves the clinical information and technology resources available to both institutions and ensures a vibrant environment of constant learning. Toward that end, Lehigh Valley Hospital is also expanding its efforts in the areas of clinical and community health research.

Recently the hospital received national attention for its leadership role in a National Institutes of Health study on stroke risks and treatment alternatives. The hospital is also a key investigation site for many other research projects, including a study on breast cancer prevention, organized by the National Surgical Adjuvant Breast and Bowel Project.

The physicians and other caregivers at Lehigh Valley Hospital made numerous important contributions to our medical knowledge base by authoring over 100 publications and articles in scientific literature.

Maintaining Healthy Lives.

The true benefit of achieving health goals through prevention and treatment is only fully realized by maintaining good health. Just as Lehigh Valley Health Network channeled considerable financial and human resources into its preventive medicine programs last year, it also committed a vast array of programs and services to health maintenance in the community.

Building managed care programs to improve healthcare accessibility and value, expanding home care services, offering worker injury and outpatient rehabilitation programs, and providing medical products and pharmacy services played a vital role in Lehigh Valley Health Network's health maintenance strategy in 1993-94.

Lehigh Valley Health Network's Home Care services were expanded to reach residents in the Pocono region and Berks County. The program allows the network to proactively meet the health needs of thousands of eastern Pennsylvania residents.

Nearly 100,000 home care visits were a clear demonstration of Lehigh Valley Health Network's proactive role in delivering healthcare within the communities it serves. The total number of patients enrolled in the Home Care program reached an all-time high of 3,229 in fiscal year 1993-1994.



Managed Care

Recognizing that the latest healthcare industry data indicates a vast majority of the general population will be enrolled in some type of managed care program by the turn of the century, the network organized an Office of Managed Care to be the single focus for all managed care contracts, agreement/contract negotiations and provider relations.

With over 450 area physicians, the Lehigh Valley Physician Hospital Organization, Inc. (PHO) – the first organized in the Lehigh Valley – is a healthcare delivery organization formed by the Greater Lehigh Valley Independent Practice Association and Lehigh Valley Hospital.

Unlike most health maintenance organizations that are regulated and managed by insurance interests, this PHO is managed by the physicians. In 1994 the PHO was licensed to provide insurance coverage to self-insured employers or those employers wishing to become self-insured. Based on its success, the PHO launched a comprehensive managed care program for area employers called Valley Preferred. A number of local businesses have since purchased customized packages to fulfill the healthcare needs of their employees, and talks are currently under way with businesses throughout the region.



Physicians throughout Lehigh Valley Health Network have access to patient information – quickly and efficiently – not just at the hospital, but at home and at the office through new patient database services.

Growth and development continued for Affinity, a cooperative venture with Good Shepherd Hospital that offers a uniquely comprehensive array of worker injury and outpatient rehabilitation services at one location. By providing progressive, personalized programs ranging from employee physicals and injury prevention analyses to recovery programs, Affinity offers area employers a viable means to control worker's compensation costs and improve staff productivity.

Rehabilitation and Occupational Medicine

Founded in 1986, Health Spectrum is dedicated to providing pharmacy services and medical products to eastern Pennsylvania and parts of New Jersey. As part of Lehigh Valley Health Network, Health Spectrum delivers quality service from patient education to health maintenance and care monitoring. Among the most significant accomplishments for Health Spectrum last year were receiving accreditation from the Joint Commission on Accreditation of Hospital Organizations for its pharmacy services and medical products, and the opening of a new facility in Horsham, Pennsylvania, to provide products in the Delaware Valley region.

Health Spectrum

Financial Report to the Community.

Changes in reimbursement, clinical care and attitudes toward hospitals by business, consumers and government require significant change in the way healthcare is delivered and financed. Lehigh Valley Hospital has implemented actions to adapt its operations and strategies to meet these changing healthcare needs.

These actions focus attention on the following areas:

- *Operations Improvement*, to improve the value of hospital operations and services to patients and payors
- *Program Development*, to make the hospital responsive to the unmet needs of the community and to be a vital component of managed delivery systems in the future
- *Functional and Facilities Planning*, to provide patient-focused healthcare delivery, and to have the programs and buildings to meet the hospital's operations requirements
- *Fiscal Planning*, to finance the hospital's clinical and patient care programs, and renovation and construction plans

The hospital is committed to employing appropriate measures in the area of cost management to remain responsive to payor requirements and to provide a means to achieve its healthcare mission and goals. As part of its cost management efforts, financial improvements having a value of \$30 million annually have been achieved in the past two years. Similar financial improvements are expected over the next several years as patient care and support activities are redesigned and re-engineered to provide quality service at a lower cost.

As part of its budget, the hospital provides financial support totalling more than \$12 million annually for community services and free care. In addition to providing patient care services to those unable to pay, the hospital provides services to government-financed patients for fees that are less than the cost to provide those services. Other community services include support of local government, clinic subsidies, community and school health, health promotion, wellness, community cancer screenings and education, and maternal/childbirth education.

Fund raising is a means of support for both unique and routine services, enhances the affordability of facilities where services are provided, and offers members of the community the opportunity to participate in the operation and development of the hospital. Lehigh Valley Hospital has been actively carrying out fund raising and widening its community contact in that regard for nearly ten years. In 1994 another fund-raising milestone was achieved with the conclusion of the inaugural Annual Fund, which benefitted the John and Dorothy Morgan Cancer Center. During 1994 cash gifts totalling nearly \$2.1 million were contributed by community groups, corporations, benefactors, patients, employees, physicians and volunteers to the hospital.

Providing a financial base for today's needs requires hard work, thoughtful decision making and good implementation. Ensuring that the next generation of Lehigh Valley citizens will have a financially secure hospital to provide future healthcare needs requires solid fundamentals, visionary planning and a commitment to understanding and meeting the community's needs. These principles shape the hospital's financial goals and requirements, and when successfully employed, add value to enhance the well-being of the community.

Lehigh Valley Health NetworkCombined Balance Sheets, June 30, 1994, 1993 and 1992 *(In Thousands)*

Assets	1994	1993	1992
Current Assets	\$80,869	\$80,453	\$77,984
Noncurrent Assets:			
Noncurrent Assets whose use is limited or restricted	163,375	134,980	128,597
Property and Equipment Net	126,150	109,480	97,506
Other Noncurrent Assets	12,154	9,648	8,658
Total Noncurrent Assets	301,679	254,108	234,761
Total Assets	\$382,548	\$334,561	\$312,745

Lehigh Valley Health NetworkCombined Balance Sheets, June 30, 1994, 1993 and 1992 *(In Thousands)*

Liabilities and Fund Balance	1994	1993	1992
Current Liabilities	\$42,646	\$44,590	\$39,802
Noncurrent Liabilities:			
Bonds Payable	140,455	108,251	109,659
Other Noncurrent Liabilities	24,051	22,599	21,968
Fund Balance	175,396	159,121	141,316
Total Liabilities and Fund Balance	\$382,548	\$334,561	\$312,745

Lehigh Valley Health Network

Combined Statements of Revenue and Expenses

Years Ended, June 30, 1994, 1993 and 1992 *(In Thousands)*

	1994	1993	1992
Total Revenues	\$326,813	\$312,795	\$300,874
Expenses:			
Wages and Benefits	180,888	174,692	170,435
Other Expenses	131,885	122,528	116,442
Net Available for Debt Repayment and Community Needs	\$14,040	\$15,575	\$13,997
Net Available Ratio	4.3%	5.0%	4.7%

Lehigh Valley Health Network Leadership.

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For a complete copy of financial statements, a community service report or further information regarding Lehigh Valley Hospital, write Mary Alice Czerwonka, Vice President, Public Affairs at:

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